

DRAFT

FNAL QA REVIEW – Implementation of FNAL QA Policy July 2006

1. **OBSERVATION:** All levels of FNAL management consistently and unambiguously state a commitment to quality excellence and understand it to be a basic constituent of all laboratory activities.

LTA: Such management statements are indicative of a quality culture, but must be followed up with effective implementation of Director's Policy 10 as well as other relevant Director's policies.

IMPACT: The inability to effectively implement laboratory policy raises a question on the effectiveness of implementation of the Fermilab system of policies. If the exiting system of policies is not adhered to the system should be modified to produce a relevant set of expectations.

2. **OBSERVATION:** All levels of Fermilab management reference the use of a graded approach to the Fermilab quality program. This process is not defined or described in any known Fermilab documentation so that its meaning and how it is implemented is generally understood.

LTA: While the senior management demonstrates a good understanding of the graded approach, it is important that the working-level population fully understand the details of implementation of this concept in their Fermilab culture.

IMPACT: Fundamental concepts and processes of Fermilab must be defined for each manager/employee. Individual interpretations may lead to confusion unless everyone has a clear understanding of management expectations.

3. **OBSERVATION:** The Fermilab self-assessment program is not functioning at the division or department level. This element of the Fermilab quality program is specifically referenced in the Director's Policy.

LTA: The importance of an effective self-assessment program to an overall quality program is well recognized by the management officials interviewed. Review of records has shown that the self assessment program has not being implemented

IMPACT: The Fermilab quality program cannot be assumed to be effective without the active participation of the organization in a systematic peer review self-assessment program.

4. **OBSERVATION:** The laboratory director has sent correspondence on October 4, 2005 entitled "Quality Assurance- An Integrated Responsibility" to each Fermilab employee reinforcing the importance of Director's Policy 10.

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LTA: Despite this directed correspondence on the integrated aspects of the Fermilab quality program, there is little documented evidence that the Director's Policy 10 and other related quality policies are being implemented at Fermilab.

IMPACT: In order to be effective, such instructions must be followed-up with specific actions to ensure that the management expectations are communicated and fulfilled. Gaps in implementation at the working level reflect less than adequate follow-up.